



Sachi Hamai  
Interim Chief Executive  
Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

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December 24, 2014

To: Mayor Michael D. Antonovich  
Supervisor Hilda Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi Hamai   
Interim Chief Executive Officer

Board of Supervisors  
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Fifth District

### HOMELESS FAMILY SOLUTION SYSTEM – QUARTERLY REPORT AFTER SIX MONTHS OF IMPLEMENTATION

On February 18, 2014, the Board approved the Homeless Family Solution System (HFSS) redesign plan and authorized the Director of Public Social Services (DPSS) to enter into sole source contract negotiations with the Los Angeles Homeless Services Authority (LAHSA) to implement the HFSS redesign; and to enter into agreements, amendments, and other documents, as needed, to implement the program as stated in Attachment I of the February 11, 2014 Board letter. The Board further instructed the Chief Executive Officer (CEO) to:

1. Work with the Directors of Mental Health and DPSS, to include up to \$2,400,000, and to report back on the source of funding in the Fiscal Year 2014-15 proposed budget for the Department of Mental Health (DMH) to continue providing services to CalWORKs homeless families, and to ensure that such mental health services are coordinated with the Family Solution Centers (FSCs);
2. Prepare and submit quarterly implementation and spending reports and a yearly evaluation of the program outcomes, utilization rates, housing outcomes, total program expenditures and leveraged funds for both the HFSS and mental health services for CalWORKs homeless families, with the first report due within six months of implementation;
3. Work with the Director of DPSS and coordinating agencies to draft a report back to the Board within six months of implementation of the FSCs and Homeless CalWORKs Families program to include:

*"To Enrich Lives Through Effective And Caring Service"*

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- a. An analysis of the families served and percentage of those that transition to long-term housing; and
  - b. Performance measurement data on the families referred to mental health and/or substance abuse supportive services and their actual use of needed services.
4. Ensure all contracts and agreements with LAHSA and service providers include access to staff members through the following:
  - a. A dedicated phone line for the County with service provider staff available during standard business hours (Monday thru Friday, 8:00 a.m. – 6:00 p.m.); and
  - b. An after-hours hotline, available 24-hours a day where staff may be reached in case of emergency.

This is the first quarterly report within six months of HFSS implementation.

#### **Milestones Achieved**

- LAHSA completed a Request for Proposals solicitation process, review and contract awards by June 2014;
- HFSS services began on July 1, 2014, within six of the eight Service Planning Areas (SPAs) and by September 1, 2014, for all eight SPAs;
- By mid-July, all FSCs had at least one out-stationed DPSS Homeless Case Manager except for SPA 8. However, SPA 8 had direct access to DPSS line operations staff;
- By the end of October 2014, all FSCs had a Mental Health Clinician on site, except for SPAs 7 and 8. DMH placed a clinician in SPA 8 on December 8, 2014. DMH is still recruiting for a clinician in SPA 7;
- By the end of October 2014, all FSCs had a Substance Abuse Counselor on site;
- Each FSC has a dedicated phone line with service provider staff available during standard business hours (Monday thru Friday, 8:00 a.m. – 10:00 p.m.);
- 211 provides after-hours coverage, available 24-hours a day, to address homeless family crises and is able to reach HFSS staff in cases of emergency;
- On November 5, 2014, the Board approved \$3.5 million of funding from the California Department of Social Services for a new CalWORKs Housing Support Program. This funding is intended to support projects that implement or expand housing services for

CalWORKs homeless families. This funding was allocated to LAHSA to amend the current HFSS contracts and provide a funding source for CalWORKs non Welfare-to-Work families. This funding became available to the FSCs on December 11, 2014; and

- The LAHSA commission voted to allocate an additional \$1.5 million of Continuum of Care funding to the HFSS for rapid re-housing for homeless families. This funding should become available sometime in late spring or early summer 2015.

### **Outcomes Achieved**

As of November 15, 2014:

- 1,516 families had been screened and/or assessed since July 1, 2014, and 263 families receiving services prior to July 1, 2014, were rolled into the HFSS. Of these 1,779 families:
  - 194 families were diverted from the homeless system prior to enrollment into HFSS; and
  - 1,585 families were enrolled in HFSS, including 39 who were diverted after enrollment.

Specific Services Received by Families Enrolled in HFSS	
Services Received	Number of Families
- Crisis Housing	570
- Permanent Housing	295
- Mental Health Evaluation	22
- Referral for Long-Term Mental Health Treatment	7
- Substance Abuse Evaluation	58
- Referral to Substance Abuse Treatment	11

The above mentioned services contain a duplicated count of families as it is a reflection of the multiple needs these families have. The difference occurring between total number of families assessed and the total number of families served is due to various factors:

- Some families did not return to receive services after the assessment was completed; and
- Some families disappeared or disconnected from services.

Please note that the out-stationed substance abuse staff was not in place until the end of October 2014, and only six of the eight FSCs had a mental health out-stationed clinician by the end of October 2014. Therefore, the numbers of families who received mental health or substance abuse services are low.

### **Utilization Rates/Program Outcomes**

The following table highlights per SPA, the number of families enrolled, provided with short-term crisis housing, and/or placed into permanent housing.

	SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8	
<b>Utilization Rates/Program Outcomes</b>	Valley Oasis	LA Family Housing	Union Station	PATH	St. Josephs Center	Weingart Center	The Whole Child	Harbor Interfaith Services	<b>Total</b>
# of Families Rolled Over who Enrolled in HFSS before July 2014	17	68	40	0	5	43	0	0	173
# of New Families Enrolled (July-Nov)	73	250	67	218	84	449	65	206	1,412
# of CalWorks Families Enrolled	73	258	62	171	54	333	38	155	1,144
# of CalWorks WtW Families Enrolled *	26	58	19	46	28	102	19	37	335
# of Families Placed in Crisis Housing	40	147	37	100	66	89	44	47	570
# of Families Placed in Permaneht Housing including those who moved in pre-July and rolled over into HFSS on July 1, 2014	28	63	33	52	13	55	11	40	295

\*This is the number of families receiving CalWORKs upon entry. The FSC and DPSS staff attempt to move families into CalWORKs once they are enrolled into HFSS.

### **Current Expenditures**

The total amount of funding for the HFSS for Fiscal Year 2014-15 is \$12,397,833, which includes \$3.5 million from the City of Los Angeles. This does not include the additional \$3.5 million of Housing Support Program funding because it only became available on December 11, 2014.

Expenditures as of July 1, 2014 through October 31, 2014

SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8	Total
Valley Oasis	LA Family Housing	Union Station	PATH	St. Josephs Center	Weingart Center	The Whole Child	Harbor Interfaith Services	
\$147,585	\$378,968	\$169,544	\$521,547	\$233,176	\$364,932	\$111,680	\$269,247	\$2,196,679

\*Weingart expenditures estimated for October 2014.

### **Future Board Correspondence**

We will continue to provide quarterly updates on the HFSS implementation which will include utilization rates, housing outcomes, total program expenditures, mental health and substance abuse services provided and any funding or services that are leveraged for the HFSS on behalf of CalWORKs homeless families. In addition, we will include a yearly evaluation of program outcomes. The next quarterly update is due in March 2015.

If you have any questions or need additional information, please contact me, or your staff may contact Antonia Jiménez at (213) 974-7365, or via email at [ajimenez@ceo.lacounty.gov](mailto:ajimenez@ceo.lacounty.gov).

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LB:eb

c: Executive Office, Board of Supervisors  
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Children and Family Services  
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Mental Health  
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Public Social Services  
Los Angeles Homeless Services Authority